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TAC repairs bombing damage in Nairobi

By Joan Kibler
Transatlantic Programs Center

The August 1998 terrorist bombing of the American embassy in Nairobi, Kenya, destroyed lives and property, and businesses were shut down in a large portion of Nairobi's commercial center. More than 5,000 people were injured and 228 were killed, most of them Kenyan citizens.

The U.S. Agency for International Development (USAID) was tasked with helping the community recover from the devastation caused by the blast. USAID formed a multi-discipline task force, the Bomb Response Unit, to accomplish this mission.

Assistance is provided in two basic categories — medical and social service, and assistance to business owners and replacement or rehabilitation of buildings.

This past April, USAID turned to the Transatlantic Programs Center (TAC) to assist with design and construction issues. Under a Participating Agency Service Agreement signed in May, TAC is providing engineering and contracting services to USAID. Two team members, an engineer and a contracting officer, were assigned to Nairobi for two years as members of the Bomb Response Unit.

"The work consists primarily of either repairing or replacing commercial buildings that were damaged as a result of the embassy bombing," said Mike Keller, Project Management Directorate.

Three tasks were assigned to the Transatlantic team members for the reconstruction program.

"More than 100 buildings were affected by the bombing," said Roger Brown, the engineer now serving on USAID's staff. "Two private sector buildings nearest to the embassy were severely damaged. One building, known as the Ufundi House, was leveled. The other building, the Cooperative Bank House, had severe damage. The damage to the Ufundi House was so great that a determination was made to purchase a replacement facility at another location." The contracting action is in progress.

The Cooperative Bank House is a 27-story facility that has been gutted and will be rehabilitated to its former condition.

"The rehabilitation work will consist of structural assessments and repairs," Brown said. The contract solicitation was recently announced, and the work is expected to be complete in two years.

The third task is for an interim office building for USAID. "The recently awarded contract calls for rehabilitation of an existing office building and construction of a three-story annex," Brown said. "Timelines are tight — the rehabilitation must be finished by the end of September, with the annex to be complete by next February. Of course, this new facility contains all the necessary force protection measures."

USAID awarded this contract for about \$5 million in late June. Eventually, USAID and the embassy will be relocated to new facilities.

Besides managing the three reconstruction tasks, the engineering services include chairing the technical selection process for the contractors, monitoring the contractors' activities, and assisting with other USAID engineering matters. As the contracting of-



Transatlantic Programs Center will help the U.S. Agency for International Development rebuild the Cooperative Bank House. (Photo courtesy of TAC)

ficer for the Bomb Response Unit, Ronald Breen provides a full range of acquisition services, mostly related to construction contracting.

"My contracting officer duties are fairly similar to what I did at the Transatlantic Programs Center," Breen said. "However, because USAID's procurement office is currently understaffed, I am also preparing the entire solicitation package using USAID contracting software. And I will also be doing the contract administration on all awarded contracts, together with the technical representatives."

"I recently attended the Grants Management Course in Washington, D.C., so I now feel better qualified to provide much needed assistance in this area," Breen continued. "More than 200 fixed obligation grants are being prepared to provide financial assistance to small businesses affected by last year's bomb blast. We have also done fixed obligation grants to area hospitals for medical services."

The Transatlantic Programs Center became aware that USAID needed construction assistance in Africa through the North Atlantic Division, according to Ben Wood, Business Development Manager.

"USAID and the North Atlantic Division were discussing another project when USAID asked about assistance in Africa," Wood said. "The action was passed to us."

USAID is the independent government agency that provides economic development and humanitarian assistance to advance U.S. economic and political interests overseas.

New culture takes hold in Corps

By Carol Sanders
Headquarters

If the "old" U.S. Army Corps of Engineers was like a radio station (WCOE), a recent group of emerging leaders said, it would play only classical music no matter what the listeners wanted. What the Corps needs to be successful in business ("to get those new listeners"), is to change the format to a broad-based customer focused lineup. The Corps might even call some of its former listeners and tell them how it has changed.

The recent Senior Leader Conference in San Francisco gave the entire leadership a quick look at the Corps' new format. Characterized as "great" by the Chief of Engineers, Lt. Gen. Joe Ballard, the last conference of this century set the course for anchoring those new business approaches in the Corps' culture.

Headquarters general officers, senior executive service (SES) members, principal staff officers, as well as commanders and SES from the divisions, laboratories, and centers, attended the conference hosted by San Francisco District and South Pacific Division.

The week began with a Board of Directors meeting and a Command Management Review (CMR). During the next three days, topics discussed ranged from current high profile projects, to an update on initiatives related to new business processes and developing the capable work force. The final morning was devoted to hearing from this year's group of emerging leaders, and to the Chief's town hall meeting.

Current business

The Corps is currently providing support to the soldiers in Kosovo with a primary goal of "getting soldiers out of the mud as soon as possible," said North Atlantic Division Commander Col. (P) Steve Rhoades.

Maj. Gen. Milt Hunter, Deputy Commanding General for Military Programs, briefed the conference on the Residential Community Initiatives that may privatize family housing across the Army. Hunter termed this a "major business opportunity" that will allow the Corps to realize its vision of being more relevant to the Army.

Pat Rivers, Chief of Environmental Division in the Directorate of Military Programs, and Jim Johnson, Chief of Planning Division in the Directorate of Civil Works, discussed the work they were doing under "Livable Communities," an effort to help communities achieve environmental, economic and social advances using the combined capability of the military, civil works, and sup-

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Insights

Reshaping culture must be done very carefully

By Lt. Col. Tim Carlson
Chaplain, U.S. Army Corps of Engineers

Changing anyone's way of life is a tall order. I remember some early days between high school and college, when I had summer employment at Clinton Steel and Tube in Iowa.

I was the helper on a mill. Our task was to take steel from a huge roll, move it through some intricate rollers, weld it, measure the desired length, and cut new tubing for our customers. The production would sometimes reach a beautiful peak as the copper electrode welded the steel, now rolled in a perfect tube, and moved it toward the chopper. Some nights were unbelievably productive, with many piles of tubing.

But changing to a different size of tubing required setting the machine to a different width and preparing the electrode for a new welding job, and that was often very demanding. That was a task for a seasoned employee. As the operator and I would change over to a new order, my job became quite easy, but his stress level would rise.

During the time required to retool the machine, it appeared no productivity took place. But without that change, we would have been limited to one order, one circumference, and eventually no more sales and no more employment.

Lessons from Zaire

Changing a culture is much more demanding than changing a mill for a new steel order. There is enormous risk involved. As a young man, nearly fresh from college, I spent a year in Zaire, now the Democratic Republic of Congo.

I was intrigued with many things in that land near the equator. One of the striking differences was polygamy. Some of the chiefs had as many as 10 wives. There was a hierarchy among the wives, and each one had a position of cultural importance that could often be measured by the distance of her hut from the

chief's dwelling — the hub of their extended family.

Having studied anthropology and culture in a Christian college, I was most thoughtful about how our mission approached our converts to Christianity. There was much risk in trying to impose our western, monogamous approach on their way of life, which had defined their culture for centuries. Asking a man to change from two, three, four, or 10 wives to just one had significant implications to their way of life. The deposed wives were often relegated to a status of an unwanted female in that society. Their lot seemed to often be prostitution. Was this the answer?

I only experienced a small slice of time in Zaire, so I did not get to see the long-range effects of monogamy there. But my point is, there is enormous challenge, responsibility, and risk for those who reshape culture.

Reshaping an international engineering culture, like ours, is a vast task indeed. It is enough to make one stop and say, "No way!" But where would we be without modern dams and bridges, huge tunnels, subways, and new combat vehicles like the Grizzly and the Wolverine? Where would we be if our leaders saw the wonders of our contemporary age and said, "We can't do better than this!" We would be the same as a steel mill making one size tubing and never changing.

Understanding needed

It seems to me the critical components for reshaping a culture are understanding that culture, and faith. What a difference some keen studies of anthropology, as it applied to sub-Saharan African life, could have made in the lives of men and women embracing a new faith nearly 30 years ago. What if church leaders had allowed a permissive sort of polygamy, a kind of "grandfather clause" that exempted those with multiple spouses from jettisoning all but number one? Wouldn't polygamy have died a natural death as the true value of just one spouse eventually emerged?

I am deeply grateful that our leaders understand the Corps of Engineers. They are not recently gradu-



ated professionals seeking a quick place in the sun. Nor are they questing for renown in the engineer history books for their novel ideas and daring changes. I find true comfort in this. As I observe the many changes that are occurring, I think that General X and General Y and SES Q and Leader Z have looked both forwards and backwards. They have seen the signs of change on the horizon, and they are gently bending our great organization so the light, which we need to grow, isn't blocked by old walls.

More than human wisdom

Beyond faith in our leaders, as I outlined above, I also find great comfort and assurance in my spiritual faith. I am reminded of the words of James, who lived about 2,000 years ago in ancient Judea. He wrote, "If any man lacks wisdom, let him ask of God who gives to all men generously and doesn't make him feel small, and it shall be given to him."

Many of our Corps leaders have similar spiritual faith, and I am thankful they are not guided merely by limited human wisdom.

Reshaping culture...What a challenge! What an opportunity! What an occasion to visualize the future and shape it in the present.

(The views expressed in this article are those of the author and do not reflect the official policy or position of the U.S. Army Corps of Engineers, the Department of the Army, Department of Defense, or the U.S. Government.)

DoD clarifies 'don't ask, don't tell' policy

By Jim Garamone
American Forces Press Service

All service members will undergo training that will clarify the Department of Defense (DoD) "don't ask, don't tell" policy on homosexuals in the military, DoD officials said Aug. 13.

The policy, set in 1994, allowed homosexuals to stay in service so long as they did not discuss their sexual orientation. Conversely, supervisors are not to ask subordinates about their sexual orientation.

No major changes to the policy are contemplated, said DoD officials. The clarification was based on recommendations sent to Rudy de Leon, Undersecretary of Defense for Personnel and Readiness, by a DoD working group in April 1998.

Pentagon officials want all harassment to stop. Un-

der the new guidelines, recruits will receive training explaining that harassment is unacceptable. "The bottom line is to treat all...with respect and dignity," said DoD spokesperson Lt. Col. Catherine Abbott.

De Leon signed two memos dealing with the homosexual conduct policy. One requires that DoD guidance on the homosexual policy be "effectively disseminated to all levels of command" and be made part of training programs for law enforcement personnel, commanders and supervisors. The memo requires the instruction to be incorporated into recruit training and for service members to attend refresher training.

The other memo seeks to institute consistent and fair application of the policy. It recommends installation staff judge advocates consult with senior legal officers before initiation of an investigation into alleged homosexual conduct.

If commanders wish to initiate an investigation into whether a service member made a statement regarding his or her homosexuality just to get out of serving in the military, it must be approved at the military department level.

Finally, the memo tasks service inspectors general to specifically check on the training of commanders, attorneys, and investigators, who are charged with application of the homosexual policy.

Defense Secretary William Cohen said most commanders understand the policy and institute it fairly. "The department is determined to implement the homosexual conduct policy with fairness..." Cohen said in a written statement. "I've made it clear there is no room for harassment or threats in the military. I've instructed the military services to make sure that the policy is clearly understood and fairly enforced."



TEC is Army's best small laboratory

By Jackie Bryant

Topographic Engineering Center

The Topographic Engineering Center (TEC) in Alexandria, Va., is the 1999 Department of the Army Research and Development (R&D) Organization of the Year Award in the Small Laboratory Category. The award recognizes the most productive and best managed Army R&D laboratories.

Corps labs also took first place last year and in 1996.

A Department of Defense (DoD) laboratory, TEC's primary mission is providing the warfighter superior knowledge of the battlefield, and to support the nation's civil and environmental initiatives through research, development, and the application of expertise in the topographic and related sciences.

TEC's accomplishments in earning the award cover a wide range of research and development efforts, operational military systems fieldings, and civil works projects.

In support of military operations worldwide, TEC scientists and engineers are working on the Rapid Terrain Visualization Advanced Concepts and Technology Demonstration, which addresses the Army's requirement to rapidly collect, visualize, and provide commanders with high-resolution digital terrain data for the battlefield.

The laboratory is playing a key role in the National Reconnaissance Office's (NRO) Eagle Vision II (EVII) initiative. EVII will test, integrate, and prototype a means to access multiple commer-



State-of-the-art computer equipment helps the Topographic Engineering Center give warfighters first-class support. (Photo courtesy of TEC)

cial/civil satellite imaging systems from a forward-located position during crises. The prototype will house systems that download imagery from SPOT, Radarsat, and Orbview-3 commercial satellites while they are in line-of-sight of the vehicle. Landsat 7 is a Planned Product Improvement for the system. TEC is working with the U.S. Army Space Program Office, U.S. Army Space Command, National Imagery and Mapping Agency, and NRO

on this effort.

In 1998, the first five Digital Topographic Support System-Heavy (DTSS-H) developed by TEC were fielded. The DTSS receives, formats, stores, retrieves, creates, updates, and manipulates digital topographic data. These capabilities are used to provide DTD or topographic products to users in soft- or hard-copy form faster than the current manual process. The DTSS-H is capable of data updating and data man-

agement, map and image scanning, imagery analysis, and image map creation, and provides data and analysis support to other electronic battlefield systems.

The Global Positioning System (GPS) Tides Project also led to the laboratory's selection. This project, designed by TEC, established a new tidal datum for the Saint Mary's Entrance Channel in Florida. The project was implemented and tested successfully.

Survey vessels can now leave the dock and obtain real-time tide information anywhere and at anytime in the Saint Mary's Entrance Channel without requiring access to tide gauges. This system is more accurate than any other available system or technology for tide information in hydrographic surveying.

The Saint Mary's Entrance Channel is believed to be the first project in the U.S. to be modeled with GPS. Jacksonville District formally abandoned their automated tide data system for the GPS Tides system because it provides more accurate, less costly data.

To improve the Corps' surveying and mapping efforts, TEC engineers developed the Digital Project Notebook (DPN), an Internet-based application that presents various information (name, type, purpose, status, funding amount and location) on all Corps Civil Works projects. The DPN consolidates information from numerous project books into an intuitive map-based application, which is available to all World Wide Web users.

National contract supplies emergency water

By Penny Schmitt
Wilmington District

Rapid delivery of bottled water is a critical need when major disasters and emergencies strike. On July 27, Wilmington District signed a contract with International American Products, Inc. (IAP), to deliver bottled water anywhere within the U.S., Alaska, Hawaii, Guam, Puerto Rico, and the U.S. Virgin Islands.

Now, when the President of the U.S. declares a national disaster area or emergency and the Federal Emergency Management Agency goes into action and tasks the U.S. Army Corps of Engineers, the Corps' 41 districts have a single contract they can tap to deliver water to hard-hit areas.

"This is a requirements contract," said Sherrel Bunn, Chief of Contracting Division for Wilmington District. "We negotiated and awarded fixed unit prices for all bottled drinking water delivered. When there's an emergency, a delivery order can be issued against the contract by any of our districts nationwide. Each order will specify the line items to be ordered and delivered, the delivery site address, and a date and time for delivery."

The contract's base period runs

from last July 27 to next May 31, with two option years to extend through May 31, 2002.

Wilmington District has been designated as one of the Corps' Water Planning and Response Teams. Last year, the district supplied more than 11 million gallons of bottled water to Puerto Rico and other areas damaged by Hurricane Georges.

"We moved to the requirements contract to further simplify and speed the delivery process," said Emergency Operations Manager Joel Hendrix. "We found it's best to leave it to the supplier to determine methods of delivery and transportation. We just order the water for a location."

Several other Corps districts contributed to writing and negotiating the contract.

"This has been a superb team effort," said Col. Jim DeLony, Wilmington District commander. "We had help from six other Water Planning and Response Teams, including teams from Little Rock, Vicksburg, San Francisco, New England, Kansas City, and Chicago districts. They all reviewed the proposed contract, and representatives from Vicksburg District and Kansas City District served on the Source Selection Team." Cop-



Water ready for shipment during Hurricane Georges shows the need for water during a disaster. (Photo courtesy of Wilmington District)

ies of the contract will be printed and mailed to all districts.

The six-month long effort included developing a scope of work, contract specification, evaluation criteria, legal review, evaluation of proposals, and final award. "It took lots and lots of hours to craft the specifications and get us to the signature date," said

Hendrix. "Now we're happy we can say to all our districts and the public that we have an emergency supplier ready to serve us all — come drink at the well!"

For more information about the contract, contact Sherrel Bunn, Chief of Contracting Division in Wilmington District at (910) 251-4866.



A ground-breaking ceremony marks the first major construction project of the flood recovery program, a 48-person Bachelor Officers' Quarters at Camp Casey. (Photo courtesy of Far East District)

Army rebuilds in Korea after flood

By Gloria Stanley
Far East District

In early August 1998, when torrential rains hit Korea, flooding devastated several U.S. military installations. Among the hardest hit were Camps Casey, Hovey, and Red Cloud. But today, a year later, the casual observer finds it difficult to spot the flooded areas. Instead, they see new construction.

During this past year, Far East District (FED) designed projects that are part of the flood recovery supplemental appropriation Congress passed following last year's flooding.

The initial response included disaster damage surveys, cost engineering, design work, and awarding construction contracts. In addition, people throughout the U.S. Army Corps of Engineers responded to the request for volunteers.

About 50 people from Mississippi Valley Division, Construction Engineering Research Laboratory, Waterways Experiment Station, and St. Louis, Seattle, Baltimore, Albuquerque, Honolulu, Alaska, and Japan districts volunteered to assist. Most came on 30-day TDY, and some came more than once.

"In Design Branch we should be starting designs for next year's projects, but we aren't able to work on them because we are dedicating all of our resources to the FY99 (fiscal year 1999) program," said Glenn Matsuyama, Chief of Design Branch in FED. The last design for the major flood recovery projects was completed at the end of July.

"Many Engineering Division personnel have postponed their leave and are working a lot of overtime hours even now," Matsuyama said. At first, Design Branch employees were working 30 to 40 hours of overtime every pay period. Now the majority of overtime is in the Cost Engineering Branch of Engineering Division, averaging about 20 hours of overtime per employee per pay period.

"We are executing the entire program for this year, but it hasn't been easy," Matsuyama added.

The two architect-engineering (A-E) firms the district uses have been doing about 80 percent of the district's design work, divided as evenly as possible between the two. Honolulu District has been doing five-to-seven percent of the design work, and 13-to-15 percent is being done in-house.

Because of the way business is done in FED, contracts for design take only a month to solicit and award, compared to what would probably take six months if they had to solicit A-E firms in the U.S., according to Matsuyama.

The district worked feverishly the past year to design and award contracts for the flood recovery projects, which must all be awarded by Sept. 30. As of June 30, eight Military Construction, Army (MCA) flood construction contracts were awarded, including five 200-person barracks, four 48-person bachelor officers quarters (BOQs), 12 company operations facilities, four warehouses, three armor vehicle maintenance facilities, and six administrative facilities.

"Having 80 percent of the original flood MCA program designed and awarded by June 30 (end of the 3rd quarter) is a real achievement because it usually takes one-and-a-half to two years to get an MCA project designed and awarded for construction," said Robert Losey, Acting Chief of Special Projects Branch in Programs and Project Management Division (PPMD). PPMD increased its staff by two project managers and one engineering technician.

"Even with limited resources, we tried to maximize our expertise by reallocating resources within the district," Matsuyama said. Because of the specialized expertise of three of Engineering Division's people, they are temporarily working in other offices, two in Construction Division, one in PPMD.

Construction Division also beefed-up its staff. By the end of FY99, the division will have added 35 additional personnel. The selection process for additional personnel has been much easier with the addition of Monte Howard of the Resource Management Office to the district team. Next year Construction Division's work will increase 50 percent with both the flood recovery construction and the district's normal military construction mission.

"The big hero of the day, regarding the flood recovery from Construction Division's perspective, is Glenn Matsuyama," said Jack Church, Chief of Construction Division. As Acting Chief of Engineering Division during the past year, Matsuyama allowed reassignment of two people from Engineering Division with negotiating experience to the Construction Services Branch of Construction Division. This left Engineering Division short-handed when they needed their

people the most, but Matsuyama made the sacrifice and did what was best for the overall district mission.

"It is easier to find and bring technical people here to step in, rather than a negotiator, who has to be familiar with our overseas procedures, which are different than in the States," Church added.

"It has been very much a team approach and the whole team has rallied to execute the additional \$150 million in MCA and Operations and Maintenance flood projects," Losey said.

On June 29, the groundbreaking ceremony for the first of the flood MCA projects, two BOQs (one at Camp Casey and one at Camp Hovey) signaled the beginning of the flood recovery efforts' major construction at a project site. The scheduled occupancy date for the two BOQs is October 2000. After the year-long, behind-the-scenes design effort, the people at these installations are seeing the start of major facilities as they pass the construction sites. They are seeing projects that will significantly improve the quality of life for them, their friends and neighbors, and those who follow after they leave Korea.

By Sept. 30, the end of FY99, contracts will be awarded for the remaining flood supplemental MCA projects — four administrative facilities, a community service center, a battalion dispensary, three Director of Public Works shops, a division school, two education centers, three libraries, and two fire stations. The last of the MCA flood supplemental projects, the fifth 200-person barracks, has an anticipated occupancy date of August 2001.

Richard Byron, Acting Chief of Flood Section in PPMD, along with Gerald Ramos and Lynn Ray, both in PPMD, headed Project Delivery Teams (PDT) to plan and execute the projects on extremely aggressive schedules. The PDTs included personnel from the SOFA A-Es, Directorate of Public Works, Commanders and Staff Engineers at 19th TAACOM and Eighth Army, as well as personnel from Pacific Ocean Division, and USACE Headquarters. All team members, especially those at the installations in Korea, significantly contributed to program success. They recognized the urgency of the program, completed all actions ahead of schedule or on time, and ensured appropriate personnel were at meetings prepared to work long hours to reach agreement and keep projects on track.

It's not Club Med, but conditions improve

Article and Photo
By Dana Finney
USACE PAO, Kosovo

"This is 'Club Med,'" says Clint Anuszewski, winking as he takes in the 250 acres of Camp Able Sentry (CAS) in Macedonia. While that may be a stretch, amenities have improved a lot since CAS became the Receiving, Staging, and Onward Movement (RSO) site for Operation Joint Guardian in the Balkans. And conditions continue to improve thanks to the combined efforts of military and civilian personnel working together.

Anuszewski leads the U.S. Army Corps of Engineers (USACE) team operating the Base Camp Coordinating Agency (BCCA) at CAS. The BCCA implements the Corps' responsibilities as the Department of Defense (DoD) designated Contract Construction Agent (CCA) for the Balkans.

"Force protection and life safety always have highest priority," Anuszewski says. "Whatever else is going on comes to a halt for those issues. But for the other quality-of-life troop support features where we can plan ahead, we have a master plan. And it's working!"

Anuszewski deployed in July from Baltimore District, where he has spent most of his 30-year career with the Corps. He worked the first 20 years as a geotechnical engineer, and the past 10 in the district's hazardous, toxic, and radioactive waste (HTRW) program. He will return to his position as Chief of the HTRW Military Section in December.

Much of the work in the BCCA involves coordinating work done by Brown and Root, Inc. Under the Balkan sustainment contract with Transatlantic Programs Center, Brown and Root provides the din-



Clint Anuszewski is the Corps' team leader in the Base Camp Coordinating Agency.

ing hall, temporary structures such as housing units, latrine maintenance, vector control, and other services. The Defense Contract Management Command (DCMC) is the Administrative Contracting Officer that oversees work on the ground.

The BCCA coordinates the Army's identified requirements directly with DCMC to expedite work. Anuszewski's team also prepares designs, writes statements of work, prepares independent government estimates, and oversees quality assurance.

Besides base camp construction and master planning at CAS, the team supports the USACE contingent at Camps Bondsteel and Monteith in Kosovo.

"Our role is mainly helping with logistics and trying to procure supplies they can't get through their channels," Anuszewski said, adding that BCCA staffers have helped in numerous other efforts. For example, he brought his geotechnical expertise to bear on the recent well-drilling operation at Bondsteel.

"We're not afraid to move out of our lane," Anuszewski said. "The Corps has deployed the 'A-Team' here and the mindset is that we not only do the right thing, but we also do it right."

"We at USACE believe in a totally integrated Army, with soldiers and civilians working side by side," he continued. "As civilians, we're looking to fit in and be in the trenches with the Army in the field."

To this end, Anuszewski, like the other Corps volunteers, wears the battlefield dress uniform (BDU). He also sleeps in a tent. "I'll move out of the tent when the soldiers are out of tents," he said. The BCCA is supporting the forward-deployed engineers at Camp Bondsteel in their commitment to have all soldiers in SEAhuts by Oct. 1. A SEAhut (South East Asia hut) is DoD's standard wooden temporary housing unit.

"This has been an exciting time at Camp Able Sentry and I've really enjoyed it," Anuszewski says. "From the chaos here when I arrived, we're seeing real progress. Before too long, CAS will be a place soldiers really look forward to coming back through."

Security upgraded at Camp Able Sentry

Article and Photo
By Dana Finney
USACE PAO, Kosovo

Force protection at Camp Able Sentry will be improved in the near future with upgrades to security at the front gate and new perimeter lighting. Kent Hokens, a structural engineer with St. Paul District, is playing a key role in the design and contract specifications for this work. Hokens deployed to the camp, near Skopje, Macedonia, in July as part of the U.S. Army Corps of Engineers' support to Operation Joint Guard.

"The front gate design will include an improved vehicle search point," Hokens said. "It will be a better secured area that also makes traffic flow more efficient and will provide additional protection for U.S. soldiers manning the search point."

The camp serves as an intermediate staging area for all military forces deploying to the forward area of Task Force Falcon in Kosovo. Although conditions in Macedonia are currently much more peaceful than nearby Kosovo, the upgrades are needed to ensure safe and efficient operations with the influx of U.S. forces to the Balkans under the NATO peacekeeping mission. Like all supporting structures at Camp Able Sentry, the gate improvements are intended to be temporary.

Hokens said shelters would be added above the queuing areas for local workers entering the camp each day. Macedonians bolster the labor pool for companies contracted by the Department of Defense (DoD) to provide services onsite. Most work for Brown and Root, Inc., which provides food, sanitation, temporary structures, power generation, and other sustainment needs.

"The local workers arrive on buses and wait in



Kent Hokens stands by some of the force protection measures at Camp Able Sentry.

line to go through security," Hokens said. "It hasn't been bad standing outside in the summer, but when it starts to rain more this fall, it could get pretty miserable. We'll provide a canopy over the waiting area to give them some protection from the elements."

Hokens works with a cell of military and civilian employees assigned to the Base Camp Construction Agency (BCCA). The Corps is the designated Contract Construction Agent for DoD in the Balkans. To serve this mission, the BCCA coordinates the Army's identified requirements directly with Defense Contract Management Command to expedite the work. The group also writes statements of work, prepares independent government estimates, and has oversight for quality assurance.

The Base Camp Construction Agency's major emphasis currently is on base camp construction, and master planning at Camp Able Sentry and support to the Corps' contingent at Camps Bondsteel and Monteith in Kosovo. Top priorities are force protection and facilities that improve the quality of life for soldiers. Troops at Bondsteel are living in Tier 2 tents, with an Army goal to have them all in SEAhuts by Oct. 1.

A SEAhut (South East Asia hut) is the Department of Defense's standard temporary wooden housing unit for this climate. Rooms sleep six to eight people and provide heat and electricity, with a latrine for each complex. When the mission ends, they will be dismantled and the building materials recycled.

Hokens will be in Macedonia at least another few weeks, depending on the Base Camp Construction Agency's staffing needs. "This has really been a unique opportunity," he said. "It's been a privilege to be part of the engineer team supporting troops in the Balkan theater."

(Dana Finney, Public Affairs Officer of the Construction Engineering Research Laboratory, is on a three-to-six month assignment in the Balkans to support the public affairs operations of the Army Engineer Regiment.)

Project moves runway out to sea

Corps provides for dry landings by moving mountain into water

By Maureen Ramsey
Japan Engineering District

After taking off from Marine Corps Air Station (MCAS) Iwakuni in Japan, a fighter pilot banks his aircraft sharply right, avoiding the local civilian community's industrial park with its high chimneys and smokestacks. Meanwhile, the fighter's engines and those of aircraft awaiting take-off can be heard throughout the nearby communities.

Take-off safety and noise from the aircraft prompted the Government of Japan (GoJ) to propose relocating MCAS's 8,000-foot runway about a half mile into southern Honshu's Inland Sea. The U.S. government's approval began a unique project for Japan Engineer District (JED). The mission — reclaim land from the sea and build the new runway with support facilities.

"It's an exciting and complex project that is programmed into three phases during a 10-year period," said Steve Wong of JED's Programs and Project Management. "We estimate the project's cost at about \$1.6 billion, paid for by the Government of Japan." Along with the new runway, new aircraft operations facilities, a port and ordnance area are also being relocated and built.

The air station is home to U.S. Marine Corps tactical jets and the Japanese Self-Defense Force's propeller-driven aircraft and helicopters. Moving the runway 1,000 meters east means the flight path will clear both coastal residential and industrial areas, decrease engine noise in fly-over communities, and open an area of usable real estate where Atago Mountain now stands, according to Cmdr. James Jackson, facilities officer at the base.

In an interview with the *Pacific Stars and Stripes*, Ken Madsen, the base's runway relocation planner, said that U.S. planners initially asked for a runway longer than the current 8,000-foot one, but that Japan vetoed the idea and agreed to a replacement.

"The project is not supposed to increase our mission capabilities," Madsen said. "It's supposed to be a quid pro quo."

The project has been broken down into three phases; all include land reclamation. Construction crews will more-or-less flatten Atago Mountain and move its crushed sandy rock into the sea as fill material for the reclamation. An estimated 18.3 million cubic meters of fill material is required to complete the project.

Using proven Japanese reclamation technology, about 7,500 compacted sandpiles will be the foundation of the off-shore sea-wall breakwater and wharf, and will reduce existing sub-

soil and seabed settlement, according to the Japan's Hiroshima Defense Facilities Administration Bureau.

Land reclamation is old hat for Japan, which has used the technique to create the industrial hub beside Tokyo harbor and Osaka's Kansai Airport. As part of its directive as the Department of Defense's executive agent for design and construction in Japan, JED engineers will continually check to ensure the stability of the underlying structure throughout the life of the project.

A machine called a compozer will be used in the project. A compozer literally pounds sandpiles into position, allowing them to widen at regular intervals. Compozer crews, using global positioning systems and the latest automation technology, place the compacted sandpiles at predetermined locations and depths. Fill material will later be placed on the sandpiles.

In addition, sand drains are replacing portions of the existing sea-floor soft soil to produce a more stable floor that will allow better water flow and drainage as the material settles.

Setuharu Saito, the project engineer, has had prior experience with land reclamation projects.

"Most of my experience has been on land reclamation with sea-wall projects and the like," Saito said. "Because of the sheer complexity of this project, most of my challenge comes from the need to continually check test results, especially in regards to settlement. I must ensure that the actual work being performed agrees with the project plan."

Besides land reclamation, phase one includes building a deepwater port and port support facilities. When it is completed, MCAS Iwakuni will have the only co-located deepwater port and airfield under U.S. Forces control in the Far East.

The reconstruction of MCAS Iwakuni's ordnance area is an integral part of phase two, while phase three includes building the 8,000-foot runway, along with a 1,000-foot overrun at each end.

According to Wong, JED is coordinating the project with USACE's Transportation System Mandatory Center of Expertise, and Navy experts in electronic communications and runway construction. The end result will be a project that has been checked and double-checked.

"While the runway relocation ends in about 10 years, our job won't," said Wong. "I expect JED will be working settlement issues into the future. This is not uncommon with reclamation work. In fact, with Japan's geography, I wouldn't be surprised if we see more land reclamation projects in the future."



The top photo shows the existing runway for the Marine Corps Air Station (MCAS) Iwakuni in Japan. Fighters must bank sharply on take off to avoid industrial and residential

areas. The lower photo is an artist's rendering of new runway built on land reclaimed from Honshu's Inland Sea. (Photos courtesy of Japan Engineering District.)

Army Engineer Team repairs quarry equipment to ensure a gravel supply for base camps

Engineers from Camp Bondsteel traveled to the Glama Quarry in Gnjilane to repair equipment critical to the company's gravel production. Under a contract with the Joint Contingency Contract (JCC) Office, Glama supplies several grades of gravel for base camp construction work. The material is a local resource, so it can move quickly to Camps Bondsteel and Monteith without border delays.

Glama's crushing operation had shut down due to a broken rotor that

breaks up large stones. A team of experts from the U.S. Army Engineer School, 94th Combat Engineer Battalion, and Brown and Root Services repaired the antiquated equipment by machining new parts and welding. This assistance enabled the quarry to be back in business the next day, transporting a steady supply of gravel into the camps. For more information on engineer support in the Balkans, visit the Engineer Team web page at <http://www.usace.army.mil/cepa/balkans/balkans.htm>.



Glama Quarry is back in production providing gravel for base camp construction, thanks to expert help from Army engineers. (Photo by Dana Finney, USACE Public Affairs Officer, Kosovo)



Reshape Culture

Shape a culture that reinforces corporateness, customer service, core values, and the importance of investing in people.

Some are born leaders, but most must be trained

Article and Photo
By Larry Crump
Kansas City District

"I'm honored and excited," said Sue Gehrt enthusiastically about a Kansas City District program designed to mentor and develop future leaders. This Leadership Development Program (LDP), locally run with assistance from a contracted professional development service, is the first of its kind in the district. Gehrt, a civil engineer in the Maintenance Engineering Section, is one of 12 members participating.

The LDP has three major goals — identify and develop a pool of high-potential leaders and managers for the Corps to draw on in the future, enhance team skills, and build esprit de corps. It was designed in response to the need to systematically develop the leadership and management skills of the district's current and future leaders and managers. It is based on the premise that, while some people are "born leaders," the vast majority of leaders are grown and developed.

Qualifications. Each individual will participate in the program on a part-time basis while assigned to his or her regular job. They were chosen based on a 300-word statement of interest; their ability to lead and manage; and their responses to a series of questions, including what they felt were key characteristics of an ideal organization's culture and their definition of leadership. Those who made the best-qualified list were also required to make an oral presentation.

Those selected represent a cross-section of the district. The disciplines represented include civil engineer, budget analyst, natural resource specialist, interior designer, computer specialist, architect, and ecologist.

Benefits. Col. George H. Hazel, District Engineer, said the LDP provides a unique opportunity for personal growth and leadership development. "It represents our continuing commitment to develop our current and future leaders. During these times of widespread and constant change, the need for inspired leadership and effective management becomes...critical."

Steve Iverson, a civil engineer in the district's Environmental Programs Branch, serves as chairman of a five-member LDP committee which helped organize the program and administers all aspects of its operations. "The Kan-



These folks are taking part in Kansas City District's new Leadership Development Program.

sas City District LDP not only will give the participants a solid foundation in leadership and team dynamics," he said. "It will provide them with an excellent opportunity to broaden their knowledge base of USACE 'corporateness' and establish an invaluable network of relationships in other functional areas."

Anticipation. During the 13-month program, which began in July, each member will develop an Individual Development Plan, participate in leadership and management instruction, go on field visits to district sites, attend meetings, briefings, and special events, and work on team projects. They are required to read books from a recommended list, undergo mentoring from others in the district, and attend a year-end retreat.

The participants feel the program is an opportunity to improve themselves professionally and a chance to enhance their opportunity for future growth in the Corps. Lora Vacca, a natural resource specialist assigned to the district's Smithville Lake Project near Kansas City, said, "this is an exciting step forward for the district and I'm glad I have the chance to be a part of it. I look forward to the experience!"

Gehrt said she applied for the program as a way to learn more about how the Corps operates and to enhance her leadership skills. "The program fea-

tures described to us...are rigorous and comprehensive," she said. "I'm excited by the challenge!"

Judy Meier, a physical scientist in environmental engineering, said that as the district moves more into project teams, it becomes more important that we provide team and leadership training to our employees. "I'm looking forward to improving my skills and to working with teams in the district."

Steve Peterson, a computer specialist, agrees. "I believe the district's promotion of the LDP exemplifies a strong commitment to develop and mentor future leaders and managers."

Michael Coates, another participant, said the LDP "will afford me the unique opportunity to exchange leadership philosophies and ideas with others and will broaden my knowledge of the different roles and responsibilities of the various organizations within the Corps."

Curriculum. The core training curriculum, which will be administered by National Seminars Group, includes 80 hours of formal leadership and management training courses on leadership, communications, decision making, team skills, conflict management, diversity/ethics, managing change, performance evaluation and management, and the federal budget process. It will include talks by several well-known professionals who are experts in their fields.

Tips offered for mentors

By Elaine Bustillos
Nashville District

Nashville District began its first mentoring program in 1998. The pilot mentoring program matched 25 associates with 25 mentors. Enrollment increased this year, with 40 associates and 40 mentors.

They have hammered out guidelines for mentors and associates which might be useful to others.

What a mentor offers

- Help you learn the ropes.
- Serve as a sounding board for decisions and let you know if you are on track.
- Has keys to doors you cannot open.
- Can help place you on the right projects to increase your credibility and visibility.
- Can be your voice at meetings you are not invited to attend. Once you have established a trusting relationship, your mentor can represent your ideas, keep you visible, and give you credit when it matters.
- Can recommend you for a promotion.

Tips for associates

- What position do I want?
- Am I coachable? When someone gives me advice, do I take the advice seriously?
- How do I respond to advice? Am I open and nonjudgmental?
- Do I give people credit for seeing things I did not see?

Tips for mentors

- Ask to see your associate's Individual Development Plan.
- Offer to teach your associate your specialized skills (i.e., computer skills, giving speeches, etc.)
- Review the Managers' and Supervisor's Training book and the USDA Graduate School book for courses your associate needs.
- Consider getting your associate detailed to another office for a time to get more experience.
- Take your associate to observe a project you designed, worked on, or were a part of.
- Develop yourself inside and outside the organization.
- Give advice on how geographic mobility can advance a career.
- Meet with your associate on a regular, scheduled basis.

Huntsville invests in students, future

Article and Photo
By Bob DiMichele
Huntsville Engineering and
Support Center

Investing in people is sometimes a long-term proposition; it might take years to see the dividends. And, according to Dwight Burns, Deputy Director for Programs and Technical Management at the U.S. Army Engineering and Support Center, Huntsville, long-term investment in people is one of the best ways to help reshape the culture of the U.S. Army Corps of Engineers.

Huntsville Center is making one such investment called the Student Outreach Program. In this program, teams from the Center are reaching out to a diverse group of students in

middle school, high school, and college.

"The point and purpose of the program is to assist in the development of middle school and high school students in the areas of math and science,"



*Reshape
Culture*

said John Brown, Equal Employment Opportunity manager for the Huntsville Center. "Then, we put a specific focus on applying those skills to the Corps of Engineers while the students are in college."

The effort is designed to make sure there is a diverse base of engineering talent in the North Alabama area that is aware of the Corps' mission and its employment opportunities.

"When you look across the Corps of Engineers and see the talent that it is losing through retirements, you realize there needs to be some conscious effort to replace that talent," said Burns. He credits Paul LaHoud, Chief of the Center's Civil Structures Divi-

sion, for building the Student Outreach Program in Huntsville. LaHoud said he sees the initiative as a long-term fix to building diversity in the Corps' technical expertise.

Middle school

Huntsville Center's Student Outreach begins at the 7th and 8th grade levels at Chapman Middle School in Huntsville. Jerry Haley, a Huntsville Center electrical engineer, leads the team that supports the school.

Last year, team members provided formal tutoring in algebra and geometry one hour per week, plus tutoring for a math competition. For the coming school year, team members plan to up that tutoring time to a minimum of four hours per week. Since the team does not have the resources to tutor every student in the middle school, a math teacher selects students for the team to tutor.

"These kids get about two to three months ahead of the other kids," Haley said. The Chapman Team also helps prepare the students for MATHCOUNTS, an annual national math competition, using the curriculum recommended for the competition.

The team's support for Chapman Middle School goes far beyond math tutoring, though. Huntsville Center furnished a computer center to the school with excess government equipment, complete with IBM 486 computers, word processing software, technical support for training, and a local area network for the school.

High school

The Huntsville Center's relationship with a local high school formally begins this school year. The Student Outreach Team chose Lee High School because it is the engineer magnet school for the city. Students from the "adopted" middle school can graduate into this "adopted" high school. The



Emma Williams and Al Darnell are the first engineer magnet high school students hired by Huntsville Center in its Student Outreach program.

Huntsville Center commander and the school's principal signed a memorandum of agreement in 1998 that formally established a relationship.

Plans to assist the high school include science project judging, science fairs, and technical presentations. However, one of the most important aspects of the relationship with the engineer magnet high school will come from employing its students as summer hires.

"Hopefully, the relationships we develop with our summer hires will carry on and they will continue employment as STEP (Student Training Employment Program) and Co-op (Co-operative Education) employees," Brown said. "We have exceptional diversity in our student program."

This summer, the Center started its relationship with the high school by

bringing on two summer hires. They will convert to STEP employees for the school year. Next summer, as the relationship with the high school matures, the Center plans to bring in more summer hire students.

"We want to eventually hire a large portion of these young people," Burns said. He said the intent is to create a Corps legacy in the local schools that will pay off for the Huntsville Center and the community.

Haley agrees with the investment. He said that when he started leading the effort with the middle school he just wanted an opportunity to give back to the kids in the community.

"Then I caught onto the Corps vision," he said. "The opportunities we give these kids to excel in engineering one day are an investment in our future."

Mentors reach out to black students

By Sara Greene
Little Rock District

Workforce development is a major focus for the U.S. Army Corps of Engineers. But while some employees develop the Corps of today, others are building the Corps of tomorrow.

Some Little Rock District employees are reaching out to the next generation of engineers through the National Society of Black Engineers. The NSBE sponsors the Starting Block Program, which helps minority high school students learn about engineering careers. It also gives the students an opportunity to meet potential mentors, and representatives and counselors from colleges with engineering programs.

"They know we're available for them," said Roderick Gaines, civil engineer and NSBE member. "There's gratification in helping young people, investing in their

future, and giving them exposure to engineering."

The Starting Block Program begins with a seminar where NSBE members meet students. Exa Hartman, an electrical engineer, has been in the NSBE for nine years and usually mentors five Starting Block students a year. Hartman enjoys the personal rewards mentoring offers.

"There's joy in knowing I'm helping someone get to the point where I'm at now," Hartman said.

Hartman calls her students every three months. She also sees them at Starting Block Program group activities such as industry tours of companies with engineering positions, and workshops that build resume and interviewing skills.

Shirley Bruce, another NSBE member, says that anyone can be a mentor. Bruce, Chief of the Architecture and Engineering Management Section, says a good mentor is secure, comfortable, and willing to

share experiences. His or her attitude should be pleasant and professional.

"I think that one of the biggest compliments of a person's career is the list of individuals he or she has mentored," Bruce said. "Some people have the misconception that to be a mentor, there has to be a physical likeness between the mentor and the protegee."

Mentoring isn't just a one-way street. It is a two-way street of communication that provides valuable feedback to the mentor and information to the person being mentored. Some people might think mentoring takes too much time, but you can mentor someone daily, weekly, or monthly. It's not the quantity of the time spent, but the quality.

"Most kids (and adults) think engineers are nerds with a bunch of pens in their pocket and high-water pants," Bruce said. "We have to diligently work on improving our professional image with the public."

Internships start federal careers

Article and Photo
By Pat Richardson,
Alaska District

Working for the federal government hadn't crossed Oluwatoyin Animashaun's mind until he began an internship with Alaska District. A graduate with a civil engineering degree from Morgan State University in Maryland, Animashaun, 21, had never heard of the U.S. Army Corps of Engineers. Now he'd like to work in structural engineering for the government, perhaps for the Corps.

He is one of six interns employed by Alaska District this past summer as part of a nationwide minority recruitment effort. They are participating in an Advancing Minorities' Interest in Engineering (AMIE) summer internship program.

The Corps and AMIE signed a partnership agreement in 1996. Corps districts in Germany and Japan were the first to employ AMIE interns. This is the first year Alaska District has participated.

"I looked at the potential for rising in my career," Animashaun said. "In private industry, you stay at the same level for years. I

like the access to all the information at the U.S. Army Corps of Engineers."

Another intern, Adrian Johnson, was familiar with the Corps. As a member of Morgan State University's National Society of Black Engineer's college chapter, he had talked with Corps recruiters at regional and national conferences. But he never thought he would work for the Corps in Alaska.

Johnson was initially troubled by stereotypical images of Alaska. "I imagined ice," he said on a sunny summer day in Anchorage with temperatures above 70 degrees. As the youngest student in the AMIE program, Johnson, 18, also thought he was too young to receive an internship. He thinks his high grade point average helped him get in the program. He is designing lighting and power improvements for Alaska District's maintenance shop.

The program's goal is to "prepare minority engineering students for responsible positions in an engineering environment; to enlighten minority engineering students about the Corps, its missions, unique capabilities and opportunities; to assist historically black colleges and universities in educating minority engineering students; and to produce a world-class, diverse pool of talent throughout the Corps."

"I believe in teams," said Pat Burgess, AMIE coordinator from Morgan State University, when she briefed district chiefs in Anchorage on June 14. "I don't want to work for you, I want to be on your team. I use the analogy of a closed fist. Nothing can get in, nothing can get out. If you share with someone, something can get in when your hand is open to give."

Claude Vining, Engineering Division chief, helped develop a variety of assignments for the interns.



Several people came to Alaska District to participate in the Advancing Minorities Interest in Engineering summer internship program. From left to right are Keisha Richardson, Tomlyne Malcolm, Nathaniel Ray, Adrian Johnson, Keysha Cutts, and Oluwatoyin Animashawn.

"We wanted to broaden the students' experience and to let them see more of Alaska," Vining said.

Tomlyne Malcolm, 25, a civil engineering graduate of Morgan State University, works in the district's Regulatory Branch. She recently accompanied biologist Houston Hannafious on a two-day field trip to the Kenai Peninsula. She watched him make wetland determinations and check out two wetlands violations. She said she worried about encounters with bear and moose and getting eaten by mosquitoes (neither happened), and she enjoyed seeing Alaska's fabled mountains and rivers and learning new skills.

Malcolm wants to earn a master's degree in environmental engineering and work for the Environmental Protection Agency.

Keisha Richardson, 22, a senior in the architecture program at Tuskegee University in Alabama, is selecting floor and wall material and making a

color board for new Army barracks at Fort Richardson, Alaska. Working at the Corps taught her that architects don't communicate with engineers and construction folks as much as they should. She plans to remedy that when she begins her future practice as an architect.

Nathaniel Ray, Jr., 25, a civil engineering senior at Southern Univer-

sity and A&M College in Baton Rouge, La., worked for the district's Richardson Resident Office as a quality assurance representative on the Cook Inlet dredging project. He worked 12-hour shifts on a tugboat measuring dredge quantities and making sure the contractor followed safety rules. The project makes the inlet deeper so cargo vessels can enter the Port of Anchorage without waiting for high tide.

"It's always a different adventure every time I go

out there," Ray said. "Some days the seas are real rough, and you have to be cautious. Some days it's pretty calm."

Ray likes Alaska and thinks he might like to move here. His view might be influenced by his first fishing trip. He caught a 50-pound salmon, surprising everyone, including himself.

Jamil Abu-Niaj, acting Specifications Section chief, is happy to have Keysha Cutts, 22, a civil engineering graduate of Morgan State University, as an intern. "We have a heavy workload at this time of year," Abu-Niaj said. She updates specifications and makes sure they are consistent. Cutts returned to Morgan State University on Aug. 13 to study for a Master of Science degree in city and regional planning.

Halfway through the internships Vining took the students to Fairbanks to tour the Cold Regions Research & Engineering Laboratory's permafrost tunnel, the University of Alaska Fairbanks' engineering school, Corps construction projects at Fort Wainwright and Eielson Air Force Base, and the northernmost flood control project.

In their final weeks, the AMIE students worked as a team to design a gazebo for Alaska District's lawn. This project gave them experience in taking a project from concept to final review. April Rafael-Adams, a participant in the Corps' Leadership Development Project, served as the gazebo design team leader while Bill Boyle, Architecture Section chief, and Dean Homleid mentored the AMIE interns on the project.

"We know we're under-represented as far as minorities are concerned," said Yvette Davis, the district's Administrative and Training Officer. She serves on the Corps' Engineering and Scientist Diversity Committee to help recruit minorities in engineering, science, and architecture.

Davis recruited the students earlier this year at the National Black Engineer of the Year Awards conference in Baltimore, and plans to recruit at Hispanic colleges and universities next year.

"The students we got are the ones that stepped out of their normalcy," Davis said. "The theory they learned in school is being put to reality. I think their attitudes will be enhanced when they go back to school."



Reshape
Culture

"I looked at the potential for rising in my career. I like the access to all the information at the Corps of Engineers."

Program gives injured people another chance

Article by Lou Fioto
Photo by Dave Lipsky
North Atlantic Division

People are the lifeblood of the U.S. Army Corps of Engineers. One way the Corps invests in people is through intern programs.

Through the years, North Atlantic Division (NAD) has hired several people through a variety of intern programs. One program is administered by the Howard A. Rusk Institute for Rehabilitation Medicine, part of the New York University Medical Center. The institute's Vocational Services Department offers a Work Experience Program through a grant from the New York City Department of Employment.

It maximizes a client's potential for permanent employment by providing a paid internship. The client works a maximum of 35 hours a week for three to four months, gets paid an hourly wage, gains current work experience,

develops important job skills, obtains references, and receives referrals for employment opportunities.

People in the Rusk program get an internship directly relating to their

career objective, plus job counseling, job placement assistance, resume preparation, networking opportunities, and moral support. The goal is to place a rehabilitated individual in a permanent job. There is a follow-up interview 90 days after getting a job, and the person can go back for more assistance if he or she loses it in a few years.

NAD has had much success with the Rusk Institute intern program. Miguel Salgado, currently with NAD's Equal Employment Opportunity (EEO) office, began his Corps career in 1996 with a 10-week internship in Planning.

"I was a truck driver who developed kidney problems and became a dialysis patient," Salgado said. "After recovering, I received assistance from the New York State Department of Vocational and Educational Services for Individuals with Disabilities (VESID). Through them I enrolled in a computer course at the New York City Technical College. When the course ended, VESID sent me to the Rusk Institute, which got me the internship doing administrative work in Planning."

"The Rusk program is outstanding," said Sam Tosi, Chief of Planning, who originally brought Salgado into NAD. "It gives good people a chance to de-

velop skills and careers and gives organizations quality people without hurting the budget. I've hired several people through the Rusk program and most of them worked out well."

Unfortunately, at the end of his internship, Salgado suffered a medical setback. After a year's recovery, he rejoined NAD as an administrative intern in EEO. It led to a temporary position that was renewed several times. He now has a two-year commitment.

"I've succeeded thanks to many people," Salgado said. "The Rusk Institute helped me get my feet on the ground. The Corps gave me the opportunity to improve myself and accomplish goals I only dreamed about. Both gave me a chance to regain part of a normal life. I didn't think I'd ever work again, but this experience taught me that, with the right support and direction, it can be done."

Milton Fajardo is another success. "In 1992 I suffered a gunshot wound and was left a paraplegic," he said. "During the next two years I recovered and underwent rehabilitation. In late



Miguel Salgado works at his computer in North Atlantic Division.

1994 I took courses at NYC Technical College. In early 1995, my doctor recommended I seek vocational assistance from the Rusk Institute. They helped me prepare to return to work and land a position with the Directorate of Programs Management (PMD)."

"I was out of work for nearly three years," Fajardo said. "I didn't know what to expect, or whether I'd be up to the challenge. But from the first day, I felt like part of the team. Everyone welcomed me, and Maj. Gen. Hunter (then NAD commander) assured me that the work I was going to do would be appreciated by him and his staff. From then on, I was on my way."

Fajardo is now a permanent member of PMD, preparing visual presentations and other graphics while handling technical and administrative duties. He is a Help Desk Monitor for

CEFMS tasks, and is one of NAD's Video Teleconference coordinators.

"Not bad for a person with a disability who the night before starting his internship didn't know if he could cut the mustard," Fajardo laughed, then he turned serious. "Intern programs like the one at the Rusk Institute can benefit the Corps and other federal agencies while giving a person with a disability a sense of worth he or she needs to lead a productive life."

"We work with people who have physical and/or neurological disabilities, are 22 years old or older, have an income of less than \$7,500 a year, and have a goal of competitive employment," said Rusk's Bob Lindsey. "Salaries and all expenses for the interns are funded with federal dollars administered by New York City under the Job Training Partnership Act."

'Disabilities can be dealt with...'

Article by Candace Hull
Photo by Michael Maples
New Orleans District

Craig Gonzalez is proof that people with disabilities can succeed in the workplace. A student intern in Levees Section, Gonzalez is the first to join New Orleans District (NOD) through the Workforce Recruitment Program for College Students with Disabilities.

The program, coordinated by the President's Committee on Employment of People with Disabilities and the Department of Defense (DoD), "refers students with disabilities for employment at federal and private sector work sites throughout the U.S." It services those who have physical, mental or learning disabilities, and who are enrolled in or have recently graduated from college.

Gonzalez, a junior at the University of Texas at Austin majoring in civil engineering, was selected from a pool of applicants and began working in May for the district as a summer intern. The 14-week program allows Gonzalez to learn the different steps of a project, including the planning and development phases. He has also visited various field sites and been exposed to computer software used for civil engineering.

"Without the program I probably wouldn't have found another job," said Gonzalez, who suffers from an anxiety disorder.



Craig Gonzales examines a map with Mike Park in Operations Division.

Gonzalez first learned of his condition during his second year of college when his grade point average began to drop due to poor test performance.

"Coming here gives me an opportunity to show that I can work in a professional field without my grade point average being a factor," he said. "This program helps people with disabilities prove themselves."

According to Equal Employment Opportunity Specialist Tiffany

Wallace, who was instrumental in implementing the program in the district, "It gives us another source of highly talented individuals, and it helps expose other employees to people who have disabilities."

"The labor charges for a student are funded by DoD rather than the NOD budget," said Special Needs Action Panel (SNAP) Committee Manager Robert Lacy. Lacy said that other government agencies besides the Department of the Army have already hired students under the program.

Gonzalez said he is grateful because he thinks it's important that the government consider the contributions that people with disabilities can offer. "People are people and you've got to treat their difficulties like they're real," he said. "Disabilities can be dealt with to where it doesn't affect your stability at work or life in general."

With medication, Gonzalez has been able to control his anxiety; however, he doesn't have to rely on it as much anymore. He attributes the improvement of his condition to his newfound religious faith and said that, "God helps me fight my disability. He is my medicine now."

Wallace hopes that more students will be hired through the program next year. "People with disabilities have a lot to bring to the table," she said. "Without programs like this we sometimes miss out on their contributions."



Reshape
Culture

CRREL scientist holds many patents

By Marie Darling
CRREL

In 1899 Charles H. Duell, U.S. Commissioner of Patents, said, "Everything that can be invented has been invented." You probably wouldn't want to ask Dr. Norbert Yankielun's opinion of this quote. Yankielun, a research electrical engineer at the Cold Regions Research Engineering Laboratory (CRREL), holds 13 patents and has many more pending.

Yankielun is an unassuming, personable individual who remembers his mother saying that, as a boy, he was constantly taking things apart, but would always put them back together in their original state. To this day he is curious and likes to take things apart to learn about them.

"This is the way I look at the world," Yankielun said. "How does that work, what's the process/system, and how can I make it better?" When asked why he invents, his response is immediate — "Why do I breathe? This is something that is inherent, something natural to me. It just happens. This is the way in which I see the world."

Yankielun states that he "came to engineering school with all the bad habits, but also with curiosity." While earning his doctorate of engineering degree at Dartmouth College, he worked at CRREL and has been a team member ever since. His engineering school experience gave him the tools to be more analytical and, thereby, un-



Dr. Norbert Yankielun tests an experimental radar system.

derstand processes. According to him, CRREL gives him a supportive environment that encourages creativity.

"CRREL comes as close to my dream job as any job could," Yankielun said. "I have been here 10 years, the first five years as a grad student, and then as a post graduate. This is the best job I've had; this is fun! CRREL is an organization that supports me and provides me with autonomy and encourages me to be creative. I couldn't ask for anything more."

To date, Yankielun is the sole inventor or co-inventor of 12 CRREL patents.

(He is also co-inventor of one when he worked for International Telephone and Telegraph in the late 1970s). He has many more in the formulation and patent pending stage. All of Yankielun's patents involve the application of electronics and electromagnetics to solve geophysical and environmental instrumentation, monitoring, and measurement problems, especially related to military and civil cold region challenges.

According to the U.S. Patent and Trademark Office (PTO), "a patent for an invention is a grant of a property

right by the government to the inventor (or his or her heirs or assigns), acting through the Patent and Trademark Office." The PTO emphasizes that, "A patent cannot be obtained upon a mere idea or suggestion. The patent is granted upon the new machine, manufacture, etc., as has been said, and not upon the idea or suggestion of the new machine. A complete description of the actual machine or other subject matter for which a patent is sought is required."

Yankielun isn't the only inventor at CRREL. CRREL's Patent Coordinator, Sharon Borland, said, "In the past two years CRREL has received 12 patents and, at this time, we have 33 active patents. In fiscal year '98, six U.S. patents for inventions by CRREL were granted to the Secretary of the Army, eight patents were applied for, and four inventions were disclosed." Since 1981 CRREL has received 52 patents.

Borland further confirms the practicality of the patents. "The invention in one of our patents, 'Method for Forming a Sloped-Face Ice Control Structure,' is currently being used by our civil works mission to help solve ice jam flooding problems on a Vermont river," she said. "Our newly patented snow temperature and depth probe was successfully evaluated for commercial purposes by researchers from the University of Alaska in Fairbanks to conduct field measurements in the Arctic in support of SHEBA (Surface Heat Budget of the Arctic Ocean)."

Black Family of Year has strong values

By Nancy Gould
Savannah District

It wasn't easy for Monnie and Evelyn Singleton to raise nine children while holding down jobs, running a farm and continuing their own education. But they did it, and they motivated all nine of their children to go to college and carve out successful careers.

In March, the Singleton family was formally commended for their perseverance during those difficult years. They were selected "Black Family of the Year" at the National Black Family Summit in Myrtle Beach, S.C. Along with the title, the family received a plaque, a resort vacation, and Monnie and Evelyn also received a 1999 Buick Regal.

The summit is sponsored by the Columbia (S.C.) Urban League. According to Summit Director Augustus Rodgers, the family won over hundreds of other nominees. As part of the nomination package, each family member has to submit a biography and explain why their family should be chosen. Letters of recommendation are also required from the nominees' pastors, teachers, or employers.

Farm living

The hard work on the farm is cited in each biography as integral to the family's success. But when the children were young, they had a different opinion about the demands of farm life.

The youngest child, 30-year-old Savannah District employee Arnold Singleton, declined a four-year agricultural engineering scholarship to Clemson University. He wanted no part of a profession related to the farm life he experienced growing up in Ehrhardt, S.C.

He went instead to The Citadel, where he earned a bachelor's degree in electrical engineering.

"My eight brothers and sisters felt the same way — none of us wanted to go back to the farm to work," said Arnold, who is chief of the Technical Support Section in the district field office at Pope Air Force Base, N.C. Despite the hard work, Arnold insists their childhoods were good.

Values and success

Even though they scattered in different directions after college, each of the five brothers and four sisters took the elements of that rigorous lifestyle (strong values and a tough work ethic) with them. And all nine succeeded in their chosen fields. Among them are a nurse, a judge, a teacher, a doctor, two engineers, and a telecommunications specialist. Three are entrepreneurs, and six are also ministers.

Monnie and Evelyn themselves waited until the children were up in age before going back to school for their own high school diplomas. Evelyn later went to college for a bachelor and a master's degree in education. She still teaches preschool and is also a member of the Bamberg County School Board.

"It was very motivational to see our parents continue their education, even though it put more responsibility on us kids," Arnold said. "We did it all — made dinner, fed the hogs and cows, gathered the firewood, and did our homework."

"I thought it was great when my mother, at 56, went back to school and sat in a classroom with a bunch of college kids," continued Arnold. "She and I attended college at the same time, although in different schools. She was my inspiration. When things

got hard for me she would tell me to keep working and not give up, that I'd appreciate it later."

Respect

Besides hard work, Arnold credits a strong foundation of church and family as major components in developing the character of each family member.

"We valued our family life, our relationships, and we learned respect — all the old values from the past," said Arnold, who is passing on these values to his four-year-old daughter, Aleah. "It really bothers me when I see a kid talk disrespectfully to a parent. That was unheard of in our house. And my parents never 'spared the rod.' My mother had to have a way to keep us in check. It *did* get a little crazy sometimes!"

Besides working for the Corps and holding down a second job where he designs and reviews electrical plans for homes and businesses, Arnold and his wife, Stephanie, own a Subway Sandwiches and Salads restaurant at Cross Pointe Center in Fayetteville, N.C. Arnold is also pursuing a master's degree in business administration from Central Michigan University.

But no farmers!

"Owning a business has its frustrations," said Arnold. "Since I expect a lot of myself, I expect a lot from those who work for me. It's challenging to deal with employees who don't have a great work ethic. You can't 'whip them into shape' in a four-hour shift."

But challenge made the Singletons strong. That, and the ties shared between them. Most of this once-scattered group now live near the childhood farm. But not one of the nine is farming.

National monument needs Army help

By Barry Vorse
Jacksonville District

How would you like to visit a tropical island, enhance your vocational knowledge, learn historic skills, and preserve a national military monument? You could do all this and still have a chance to fish, snorkel, or scuba dive in waters scattered with shipwrecks and beautiful coral reefs.

If Everglades National Park Superintendent Richard Ring and Col. Joe Miller, Jacksonville District Engineer, have their way, those possibilities may soon exist for military units with personnel trained in masonry and related trades. Ring and Miller are spearheading efforts to send eligible units to Fort Jefferson, a 153-year-old fort in need of restoration and preservation.

Fort Jefferson lies in the Dry Tortugas National Park, seven low-lying islands and 65,000 acres of pristine marine environment in the Gulf of Mexico 68 miles west of Key West, Fla.

Construction of the fort began on Garden Key in 1846. The Army abandoned it in 1874. In between, the fort was a Union military prison for deserters during the Civil War, and it held four men convicted of complicity in the assassination of President Lincoln.

In 1908, all islands of Dry Tortugas were designated as a National Wildlife Refuge. Proclaimed the Fort Jefferson National Monument in 1935, the area was re-designated in 1992 as Dry Tortugas National Park to protect the historical and natural features.

The fortress is brick masonry construction and its rampart rises about 50 feet above ground level. Shaped roughly like an uneven hexagon, Fort Jefferson is surrounded by a 70-foot-wide moat. The outer wall of the moat is more than 1,000 yards long.

The fort contains 16 million bricks, and more than 2,000 archways. The 17.2-acre parade ground contains the remains of the Officers' Quarters and the Soldiers' Barracks, two heavy artillery magazines, and a cistern.

Bricks need to be relaced and cracks and joints refilled to preserve the site. Besides work on the fort, the facilities for housing and supporting daily operations also need repair. Since these facilities are limited, any military unit deployed to the fort must live in its own camp on the island for about 30 days.

The facility is open to visitors all year, but has no housing, water, meals, bathing facilities, or supplies available to the public. A 10-site primitive campground is available on a first-come/first-served basis. Public transportation serves the park from Key West.

This would not be the first time Jacksonville District's Support For Others Branch has worked with military units and Everglades National Park to have repairs made on the fort.

In January 1996, Col. Terry Rice, then Jacksonville District Engineer, talked with Ring about Fort Jefferson and made a field trip to the site. Later that year, Jim Boone, Chief of the Support For Others Branch, contacted the



Fort Jefferson is part of Dry Tortugas National Park. (Photo courtesy of National Park Service)

46th Engineering Battalion at Fort Rucker, Ala. Eighteen soldiers arrived at Fort Jefferson on Sept. 24 and stayed through October 3. They mostly removed heavy metal brackets from the sides of the fort.

"They had a need and they didn't have the resources to finance the works," Boone said. "It was Col. Rice's idea to bring active duty soldiers to the park.

In this case we saw a large customer with a need and we helped them find a source and capability."

Other assistance has come from the 482nd U.S. Air Force Reserve Squadron from Homestead Air Force Reserve Station near Miami; the Williamsport, Md.; Historic Preservation Training Center, and a group of skilled craftsmen from Santa Fe, N.M.

"Right now, we're bailing against the tide," said Paul Stoehr, Chief of Facility Management for Everglades and Dry Tortugas National Parks. "We're fighting the normal weathering of an old brick fortification. We'll need to replace the mortar between the bricks and, in some cases, replace the bricks."

Stoehr explained that some metal materials used in building the fort, particularly Totten shutters, interact with the salt air and a chain reaction damages the brickwork. He said every effort is made to match the repairs with the original construction materials and methods.

Visitors come to Garden Key for many reasons. The Tortugas reefs support a wealth of marine life, and birdwatchers trek to the site to see a wide variety of bird species.

Anyone seeking information about the restoration effort should call Boone at (904) 232-2583. More information about Fort Jefferson can be found on the National Park website <http://www/nps.gov/ever/index/htm>. Under Adjacent Visitor Attractions, click on Dry Tortugas National Park.

Merger saves two Corps offices

Article by David Longmire
Vicksburg District
Photo by Evelyn Thomas
Red River Resident Office

Not long ago, two U.S. Corps of Engineers offices in Shreveport-Bossier were worried about being eliminated. But today they are *one* office, and better for the experience.

Vicksburg District's Shreveport Area Office, which saw its ranks swell during construction of the \$1.8-billion J. Bennett Johnston (Red River) Waterway, experienced a reduction in force (RIF) as workload on that project dwindled. Meanwhile, across the river, Fort Worth District's Eastern Area Office, which handles military works projects, was also undergoing a RIF.

Rather than have their offices dry up and blow away, Corps personnel from the two offices came up with a way to not just survive but thrive.

They *co-located* to reduce costs and increase efficiency in their continuing operations. The Shreveport Area Office became a resident office under Vicksburg District's Vidalia Area Office and got a new name, the Red River Resident Office. Then it moved a few miles away to Bossier City, home of the Eastern Area Office.

Dudley Beene, area engineer of the Eastern Area Office, said he is unaware of any similar Corps merger. "There may be another office that does both civil and military work, but I don't know of any one office that works out of two different districts," he said.

"In the military, we call it a force multiplier," said Red River Resident Office engineer Richard Jones. "We now have double the knowledge base and institutional knowledge to apply to situations. We are a civil works office working with the public, while Fort Worth



The merger of two Corps offices gives their staffs plenty to smile about.

supports the needs of the military."

Regardless of the differences, Jones said both offices are part of the Corps. "We have a common focus and a common vision," Jones said. "This is a perfect example of One Door to the Corps. You can walk through the door and get total service here."

"Basically, the merger stabilizes our manpower here and our expertise so we can both serve our customers more effectively," Beene said.

Beene noted the merger also allowed the Corps to keep its presence and people in Shreveport. No employee had to take a forced separation in the RIF.

Beene's staff travels frequently to Fort Polk, the Longhorn Army Ammunition Plant, the Red River Army Depot and the Lone Star Ammunition Plant, all in Louisiana and Texas. "From this location, we can get to them in a couple of hours, work four or five hours, and still get back to the office in the same day," he said. "From Fort

Worth, it would take a half day to get there and a half day back."

Although both offices were downsized by about 50 percent, Jones said, "the institutional knowledge of both staffs has been preserved." There are now six employees in each office in the Bossier City location including engineers, technicians, and administrative support.

Savings are another plus. The Red River Office now operates at one-fifth the cost, while Beene's operating costs have decreased 50 percent.

Although they are not working together on any projects, Beene said the potential is there because of the diversity of expertise offered in each office. "This could possibly be the first step in sharing manpower in potential workloads where we both can support each other," he said.

"Operating jointly is the definition of a symbiotic relationship," Jones said. "We're better together than we are separately. They're Corps. We're Corps."

U.S. Army Corps of Engineers

National Awards

(Editor's Note: Awards listed here are national Corps awards only, for Corps people. Army and DoD awards are not included, nor are professional society awards. The "Engineer Update" does publicize such awards, but not in this special section.

Many of the following awards were presented at the recent Senior Leaders Conference in San Francisco. The Civilian of the Year award is the most prestigious and is listed first. The remaining awards are listed in no particular order. Some awards presented last year were either not presented this year, or are biennial awards and are not scheduled to be awarded again until next year.)

Civilian of the Year (Lt. Gen. John W. Morris Award)

Werner Loehlein, Pittsburgh District

Werner Loehlein is the Chief of Pittsburgh District's Water Management Section. Under his leadership, the Water Management Section received national recognition for its "Customer Success Story." The section improved service by providing the best possible gate openings for 17 reservoir projects, and successfully developed an Internet site to help inform the public about rivers, reservoirs, and weather conditions.

Besides being selected as this year's Corps Civilian of the Year, Loehlein is also Great Lakes and Ohio River Division's Civilian of the Year.

Chief of Engineers Safety Performance Awards

Pacific Ocean Division

South Atlantic Division

Great Lakes and Ohio River Division

Humphreys Engineer Center Support Activity

Four organizations share the 1999 Chief of Engineers Safety Performance Awards.

Pacific Ocean Division had the lowest number of accidents in the past four years. Their civilian lost-time injury frequency rate of .33 (number of lost-time incidents per 100 workers) was well below the Command Management Review goal of 1.55. Government lost workdays were reduced in fiscal year 1998 by 70 percent from the previous year.

In fiscal year 1998, South Atlantic Division had the largest contractor workload with about 12.6 million worker-hours and completed 873 contracts without a single lost-time accident.

From fiscal year 1995 to fiscal year 1998, Great Lakes and Ohio River Division did not experience a single government fatality and, from fiscal year 1992 to fiscal year 1998 no contractor fatalities. Two division safety and occupational health professionals served a total of nine months in Bosnia in support of the Army in Operation Joint Guard.

The Safety, Security and Occupational Health Office of the Humphreys Engineer Center Support Activity (HECSA) manages a comprehensive program for five Corps activities and three Army agencies. HECSA evaluated and installed specially designed workstations to provide a safer work environment and reduce potentially serious injury risks identified by OSHA and the Department of Defense. This is the fifth consecutive year that the Humphreys Engineer Center Activity achieved a civilian lost-time accident rate less than the Corps' goal.

Chief of Engineers Equal Opportunity Award

Omaha District

This is the second consecutive year Omaha District received this award. The district accomplished significant affirmative action objectives in spite of a reduction in force for the fifth consecutive year. Omaha increased representation of minorities and women, and for six years has maintained an informal resolution rate above the Department of the Army goal.

Logistician of the Year

Judith Griffith, St. Louis District

Judith Griffith is the Logistics Management Officer (LMO) of St. Louis District. Her achievements include guiding and assisting policy changes which led to LMO receiving the 1997 Commander's Logistics Excellence Award.

She submitted two cost saving ideas; one was approved, saving \$13,000 per year. She maximized use of the IMPAC credit card to reduce the time for acquiring items, initiated action to donate 89 pieces of computer equipment worth \$52,113 to eight local schools, initiated procurement of 11 alternate fuel vehicles, and orchestrated relocation of four offices involving about 90

employees, saving about \$30,000 per year in rent.



Planning Excellence Award

Laura Hicks, Portland District

Laura Hicks is recognized for her work on the combined Columbia River Channel Deepening Feasibility Study and Dredge Material Management Study. She led the study team as

the project manager and lead planner. Hicks demonstrated excellent managerial and planning skills by reorganizing the team, the decision-making process, and improving communication with the project sponsor.

Planning Achievement Award

Grand Forks-East Grand Forks Team, St. Paul District

The Grand Forks-East Grand Forks Team provided planning assistance to Grand Forks, N.D., East Grand Forks, Minn., after a devastating flood in 1997. Their efforts included formal partnering, intense involvement with local sponsors, significant public education, and effective issue resolution. In the midst of the emotional atmosphere of flood recovery, the team accomplished effective environmental, economic, and engineering studies.

Natural Resources Employee of the Year

Jeff Knack, Tulsa District

Jeff Knack, a park ranger at Eufaula Lake, established an innovative agreement with the Oklahoma Department of Wildlife Conservation concerning lake water level manipulation to benefit recreational fishing and aquatic habitat. He also designed and produced a public information brochure concerning shoreline use. His efforts resulted in a positive image for the Corps with the people and communities along Eufaula Lake.

Natural Resources Management Project of the Year Award

Wappapello Lake, St. Louis District

The project is honored for its inno-

vation in natural resource management, efficiency in using financial and personnel resources, success in inter-agency programs, public involvement, and effectiveness in visitor safety. These initiatives have resulted in environmental compliance, habitat improvements, and rehabilitation of wetlands.

Logistics Excellence Award

Logistics Management Office Europe District

Europe District's Logistics Management Office is recognized for excellence in delivering logistics products and services, promoting the Command Supply Discipline Program, and efforts to deter fraud, waste, and abuse of logistics resources. This past year the district has provided logistics support to personnel deployed to Bosnia and Hungary.

Interpreter of the Year

Craig Lykins, Seattle District

Craig Lykins, park ranger, manages the Regional Visitors Center at the Hiram M. Chittenden Locks. Though innovative outdoor exhibits and publicity, Lykins increased the number of visitors who toured the center by 43,000.

His achievements include creating an interactive salmon exhibit, a volunteer effort where more than 5,300 volunteer hours logged in 1998 contributed a value of nearly \$53,000, planning 20 band concerts at the locks which drew 18,000 audience members, and created a unique Interpretive Outreach Program called Family Fun Days.

Michael C. Robinson Award for Excellence in Public Affairs

Kevin Quinn, Omaha District

(This is the first year that the Michael C. Robinson Award for Excellence in Public Affairs has been awarded. It is named for Dr. Michael C. Robinson, long-time Public Affairs Officer of Mississippi Valley Division who died unexpectedly in 1998.)

Under Kevin Quinn, the Public Affairs Office of Omaha District produced a Community Involvement Forum for the former Lowry Bombing and Gunnery Range Project.

The forum attracted hundreds of citizens, national and local officials, and media members. It provided local residents with information highlighting the actual findings and work being accomplished on this highly visible and controversial project.

This effort provided effective communication between the community and the Corps.

Electrician is world champion fighter

By Leanne Cruitt
St. Louis District

Roland Murdock is an electrician at Lake Shelbyville. He is also a world champion fighter in taekwondo.

Murdock competed in the Songahm Taekwondo World Championships June 11-13. More than 5,000 competitors showed up at the Arkansas State House Convention Center in Little Rock to display their talents. Murdock, 40, fought in the men's third degree black belt division, 40-49 age group, and earned the title of 1999 World Champion.

He also held this title in 1997.

Taekwondo is a Korean martial art. The word *tae* translates as "to fight with the feet"; *kwon* means "to fight with the hands"; and *do* means "way" — the way of fighting with the hands and feet. Fortunately, the American Taekwondo Association also places great emphasis on ethics and spiritual growth.

Roland started studying the martial arts with budakwon karate in 1975 to learn self-defense. He began studying taekwondo in 1980. He has never used it for self-defense "because in taekwondo you learn that the way you carry yourself makes potential attackers change their minds," said Roland.

Although he has never had to defend himself with taekwondo, the mental and emotional aspects of the training have served him well.

"I truly believe that taekwondo training enhances physical, spiritual, and mental growth," Roland said. "This is achieved by living the tenets of taekwondo each day of your life — courtesy, integrity, perseverance, self-control, and an indomitable spirit."



Roland Murdock demonstrates his world champion form.

As an example, Murdock said that "just by living in Shelbyville I use the emotional aspect taekwondo. Being an African-American in a small, rural, predominately Caucasian town has been very challenging. I've learned to keep things in perspective. Anger, fear, and frustration are all emotions one can learn to have

some control over. You learn to think before you act, which enables you to make wise decisions. This is a perfect display of self-control and an indomitable spirit."

Roland doesn't just study taekwondo, he also teaches it in his own school.

"Taekwondo is more to me than just a hobby or sport; it has become a way of life," Roland said. "It's given me so much patience and inner peace. I wanted to give something back. I did this by purchasing the school where I was once a student, in hope of giving others the opportunity to gain the personal benefits I have."

Having both a full-time job and teaching martial arts in the evening requires the mental aspects of taekwondo training.

"I use the mental aspects of the art when I go to class to teach when I'm really tired — sacrificing myself for the benefit of others," he said. "I drove 30 miles one way for about two years to teach for another instructor, with no financial gain. The best thing a person can do in his or her life is to pass something on that will better mankind."

And Murdock would like to see everyone find what he has gained from studying taekwondo.

"Taekwondo is for all ages," he said. "The more people are involved, the closer we come to being a win-win society. As a school owner, I stress the importance of practicing physical and mental training. Sometimes it's hard to be courteous to the unfair supervisor, or the drunk driver who ran the red light and smashed your car. This is why we must practice the mental aspects of taekwondo everyday."

(Leanne Cruitt is a park ranger at Lake Shelbyville.)

Giving brings award winner full circle

Article and Photo
By Christina Plunkett
Jacksonville District

"I feel a great sense of fulfillment when giving to others," said Terri Soucek, an Emergency Management Specialist with Jacksonville District. Tears well up in her green eyes. "It is the most emotional, incredibly wonderful feeling to hear the squeals of delight from the youngsters and see the awe-struck and sometimes tearful faces of the adults when we give to families in need."

Soucek is the district's Community Service Award recipient. The award brings her full circle, because she has now been on both the giving and the receiving ends of charity.

When Soucek and other district employees deliver gift certificates, toys, and clothing to underprivileged families at Christmas, the experience brings back bittersweet memories. Soucek knows what it's like to be in need, having grown up as one of six children in a family living on welfare and desperately poor due to her father's long illness and death when she was 12.

"Because my family was poor, we depended on others for help, such as hand-me-downs from the families I babysat for," said Soucek. The only time Soucek could look forward to playing with a new toy or wearing a new dress was when her aunt would surprise the family with gifts at Christmas. "It's hard to put into words how we looked forward to her visits and gifts," Soucek said.

So it's not surprising that, as an adult, Soucek would want to share with others in need. She was the impetus behind the district's first disadvantaged children's Christmas party in 1986. Working with the Public Affairs Office, who solicited donated gifts from local businesses as part of the district's community outreach program, Soucek helped coordinate the party at a downtown church for 25 underprivileged families located through the Health and Rehabilitative Ser-



Terri Soucek has been on both the giving and receiving ends of charity.

vices (HRS). She also led the year-long bake sales that provided the funds to buy most of the gifts. At the party, the families received food baskets, filled Christmas stockings and toys for the children, and had the opportunity to take a photo with Santa.

By 1990, this dedicated group had evolved into the "Castle Crafters," adding crafts to their baked goods sales. Their mode of helping also evolved from the Christmas party for HRS families, to aiding several different organizations including HRS, Dreams Come True, local nursing homes, and any district employee and their family that experience hard times.

The district's reputation for helping others through

the Castle Crafters has spread throughout the community, and Soucek now receives calls about people who are in need long before the holidays. "I am proud to say that, in all these years, the district has never turned anyone down," Soucek said.

During the years, while this dedicated group of bakers and crafters grew, Soucek's career also grew. She joined the U.S. Army Corps of Engineers in 1979 as a clerk-typist in the district's Word Processing Center. She performed administrative duties in Information Management and Regulatory divisions, compiled manpower reports for Resources Management, and was a procurement clerk in Contracting before joining Emergency Management (now Readiness Branch) in 1990.

Today, Soucek handles all the financial responsibilities for Readiness Branch, including managing the operating budget, and coordinating Federal Emergency Management Agency dollars from procuring funds to closing-out disaster missions. Soucek's early struggles toughened her for the sometimes round-the-clock hours, and kept the underlying need to help always in the back of her mind.

She is happy to now be on the giving rather than receiving end, but she is quick to give credit to the other dedicated crafters and bakers and to those who purchase the goodies throughout the year. "Without the districts' and crafters' support, we couldn't help the needy as we do," Soucek said.

District people help in other ways as well. Last holiday season, when Hurricane Georges ravaged Puerto Rico and Soucek's long hours made it difficult to finish craft items to sell for the group, other employees stepped in to ensure that enough craft and baked goods were available for the usual huge, two-room sale. And Soucek was there, helping with the sale, buying and wrapping presents with funds raised, and personally delivering the gifts to the needy families' homes. "Nothing compares to helping these people, because every part of what we do to bring some cheer, I've experienced," Soucek said.

Around the Corps

Castle and Soldiers' Ball

The Chief of Engineers and Mrs. Joe Ballard will host the annual Castle and Soldiers' Ball on Friday, Sept. 24, from 7 p.m. until midnight, at the Crystal Gateway Marriott, 1700 Jefferson Davis Highway in Arlington, Va. The evening includes dinner and dancing to the Roadsters.

All military personnel assigned to USACE, active and retired; Corps civilians, active and retired; Corps family members, spouses, and guests are invited.

The cost is \$47 per person. The uniform is Army Mess Dress or Army Dress Blues with bowtie. Civilian dress is black tie optional.

For more information and response forms, call the Corps Protocol Office at (202) 761-0045/1220.

Photos for Gore

Photos taken by a Corps employee were presented to Tipper Gore, wife of Vice President Al Gore during "Gays and Lesbians for Gore Salute Tipper Gore" at the Westin Fairfax Hotel in Washington, D.C., on July 15. The event honored Gore for her contributions to AIDS,



Stephen Benzek with Tipper Gore

human rights, and the gay and lesbian community, and raised funds for the Gore presidential campaign.

"The host committee was aware of my photographic work and was seeking an appropriate gift to present to Mrs. Gore when they contacted me," said Stephen Benzek, a visual information specialist with the Topographic Engineering Center. "My photos were considered along with those from other photographers nationwide, and mine were selected."

Germans visit

Six officer/students and their professor from the German Armed Forces University in Munich stopped at Los Angeles District as part of a two-week tour of the U.S.

"The university offers a four-year engineering course for officers of the German armed forces and some allies," said Professor Dr. Sven Hartmann. "Their training ends with the German engineering diploma that somewhat compares to your masters' degree. When we return they have to take exams and complete their thesis."

"All of them are civil engineering students focused on hydraulics, hydraulic structures, and water management," Hartmann continued. "We were at the Waterways Experiment Station and saw the models of the Los Angeles and Rio Hondo rivers. We found the models impressive; now we have come here to see the real thing."

Keystone Award

Nancy Braswell, a paralegal in the Office of Counsel at the Waterways Experiment Station, recently received the Keystone Award. The award recognizes the professionalism and service of an individual in the Corps' legal services community.

Braswell played an important part in the preliminary planning and transition stages of the Corps' laboratory reorganization by streamlining procedures and educating personnel on new technologies and requirements. She supported the other Engineer Research and Development Center (ERDC) counsel offices while maintaining smooth operation of the

legal office at ERDC headquarters in Vicksburg, Miss. Braswell also worked closely with the ERDC staff and the private sector in technology transfer and processing government patents.

Top interpreter

Belinda Byrns, a park ranger at Lake Dardanelle, was recently named "Interpreter of the Year" in Southwestern Division for teaching young people in schools about water safety. Byrns presents several interpretive programs each year. She has developed a unique blend of props and skits to get children involved in water safety.

"I saw a Polly PFD costume at a Water Safety Congress years ago, and some guys here helped me put together the sponge outfit," Byrns said. "I really enjoy making the props."

Last year Byrns visited 10 schools and talked to 640 students in class. She tailors her presentations mostly to third graders, but some presentations are geared to older students. At Russellville Middle School's safety expo, Byrns asked a volunteer to don a life jacket wearing ankle and wrist weights, a welding helmet, and mittens to simulate the effects of alcohol. The results were comical, but made a sobering point about drinking and boating.

Byrns has her office sponsor a water safety float in the local Christmas Parade, and passes out "I got caught... Wearing My Life Jacket" T-shirts to children wearing PFDs at the lake.

She also coordinates the National Public Lands Day activities at Lake Dardanelle. Volunteers under Byrns refurbished a hiking trail, landscaped and planted wildflowers at Caudle Overlook, landscaped the Arkansas River Visitor Center, and built a three-mile long bike trail.

Design award

The Air Force Center for Environmental Excellence presented New York District an award in the facility design category of the 1999 U.S. Air Force Design Awards Program. The KC-10 maintenance hangar complex at McGuire Air Force Base, N.J., bested 116 other designs for the award. The 153,131-square-foot aircraft maintenance facility supports a fleet of KC-10 tanker aircraft. It has three service bays which wrap around a central shop and support core.

The design also considered the facility's environmental impact. It addressed soil erosion, air quality, noise, and hazardous waste management. Run-off from all paved areas goes through an oil-water separator, and underground tanks can contain a 4,000-gallon fuel spill and a 316,000-gallon of foam-water from the fire suppression system.

British visit

Brig. Gen. Robbie Burns, Commandant of the British Royal School of Military Engineering, visited Los Angeles District in July. He toured district projects escorted by Col. Phil Lilleyman, British Engineer Liaison Officer from Fort Leonard Wood, Mo.

Burns visited to see the work of Maj. Stuart Browse, an officer from his school. Browse is attached to the district for Professional Engineer Training. Browse has carried out design work in Engineering Division, and worked as a project engineer in the Rivers and Harbors Resident Office on an \$18 million river improvement project.

SecDef visit

Secretary of Defense William Cohen recently visited Japan to discuss security issues with Japanese officials. While in Tokyo he visited Camp Zama and Japan Engineer District (JED) headquarters. JED was only Army unit he visited.

According to contract and procurement advisor Tsuneo Ichikawa, Cohen is the highest-ranking official to visit the district in the 40-plus years he's worked for JED.

Maj. Gen. Joseph Inge, Commander of U.S. Army Japan (USARJ) gave Cohen a USARJ command brief; Col. Thomas Charlson, District Engineer, followed with JED's.

"The SecDef's presence at JED for a joint USARJ/JED brief signified JED's position as an accepted and indispensable member of the Army team in Japan," said Otto Thompson, District Counsel.

"I was impressed with Secretary of Defense Cohen for his down-to-earth manner and for taking the time to shake everyone's hand even though he was on a tight schedule," said Ken Littlefield, Resource Management officer.

"He seemed interested in our program and I thought Col. Charlson did a great job briefing such a high-level dignitary. JED really shone as the DoD construction agent for Japan," he said.

Athletes

Kansas City District recently took the gold medal in Division C of the Kansas City Corporate Challenge (KCCC). This is the second time the district has won the gold in the city-wide event. Twenty other businesses from the Kansas City area competed and the district beat its nearest rival in Division C by 64 points.



The Kansas City District team competes in the tug-of-war.

The KCCC is the area's largest amateur athletic event. Division C is one of six divisions where individuals compete on their own time after working hours during the week, and during weekends. The events include swimming, track and field, golf, weightlifting, bike races, bowling, archery, trap shooting, and other games and competitions. The KCCC promotes fitness and recreation, and contributes to a local charity.

National Town Meeting for a Sustainable America

The National Town Meeting for a Sustainable America was sponsored by the President's Council on Sustainable Development, and the Global Environment & Technology Foundation. The Corps participated by presenting its environmental mission, and sent a team of subject-matter experts, a display, and an interactive computer model. Headquarters sponsored a simulcast of the National Town Meeting for pre-engineering students of Dunbar High School, who met in a Headquarters conference room.

More than 3,500 people came to Detroit, and about 60,000 others participated by satellite and the Internet to share ideas, tools, and practices for building a more sustainable America.

Patricia Rivers, Chief of Environmental Division at Headquarters, spoke on a conference panel. "The Corps has a robust history of providing services to communities, from navigation, water supply, storm damage prevention, flood control and, most recently, environmental cleanup and restoration," Rivers told the group. "Our experience in partnering, public involvement and interagency collaboration means we are a valuable asset to communities and to other agencies."

Engineer soldiers blast Corps levee

Article and Photo
By Dave Harris
Seattle District

The U.S. Corps of Engineers usually builds levees, but sometimes we have good reasons to blow them up. Deepwater Slough levees in Northwest Washington State were built in 1911 as a navigation project, and to reclaim what farmers thought was unusable land. But the levees have hindered tidal flows in the creation of habitat near the mouth of the Skagit.

So Seattle District invited combat engineers from the 14th Engineer Battalion at Fort Lewis, Wash., to blow a gaping hole in a levee. Soon water filled the crater, water that will eventually carry young salmon to rich feeding pools where they will grow large enough to survive predators on their journey to the sea.

"This estuary delta is a key to the salmon life cycle," said Bruce Sexauer, project manager. "It provides a place for the salmon to acclimate themselves as they gradually encounter more and more salt water on their way to the Puget Sound and the Pacific."

To increase the training value of this habitat restoration project, it took on the look of a military operation, complete with camouflaged soldiers carrying M-16 rifles looking for intruders and surprising wary media visitors.

The \$1.8 million restoration project, cost-shared by the Corps and the State Fish and Wildlife Department, involved backbreaking work as helmeted sol-

diers waded knee-deep in mud to dig holes and place ordnance containers. Other battle-dressed sentries cleared the area of curious onlookers. Still other soldiers played the part of the enemy, keeping the engineer troops on the alert.

The area was full of observers. Necktie-clad county commissioners trudged in to take a look during a lull in the blasting. Major network affiliates descended on the unsuspecting soldiers with satellite trucks and waited vigilantly for nine hours to broadcast a live report.

However, Seattle District's Capt. Glen Reed explained safety rules that would keep the reporters well away from the blasting, and forbade helicopters, since aircraft could set off the ordnance prematurely.

"But the explosion is our money shot," one TV reporter protested. Reed stood firm on safety, but allowed the media to leave an unmanned camera recording in a marshy field. The news crews didn't want to risk their high-tech cameras, which cost tens of thousands of dollars, but they spotted a state worker with a small camcorder. They offered him \$100 a station (\$300 total) if the worker would risk leaving his unmanned camera running near the explosion. He jumped at the deal.

After detonation, soldiers retrieved the camcorder, flattened by the concussion. All they could see was a blank, blue image on the tape. Failure? No, CBS-affiliate reporter Tricia Manning-Smith ran the tape in reverse and found a picture-perfect image of the



Placing the explosives was hard work for soldiers digging in mud while wearing combat gear.

blast, complete with debris falling for 10 seconds. All stations tapped into it, and gave the Corps priceless coverage of the important effort to open about 200 acres of wetlands to tides and river flows.

Senior Leaders Conference

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port for others programs.

Rivers said they are also showing communities how to work with other federal agencies, so "one door to the Corps" will come to mean that the Corps is "the one door to the federal government."

At a previous conference, senior leaders had identified the top priorities. Updates on these initiatives, which included such issues as aligning Headquarters and the field to better serve customers, delegation of authority to the field, and the future of knowledge management, were provided by John D'aniello, Deputy Director of Civil Works; Don Leverenz, Assistant Deputy Chief of Staff for Research and Development; and Dr. Ed Link, Deputy Chief of Staff for Research and Development.

Business process initiatives

All divisions have implemented the Regional Management Board as a way to look at regional issues and operate more effectively and efficiently. Steve Coakley, Deputy Chief of Staff for Resource Management, and Paul Sequin, a Team Leader in Strategic Management, discussed the similarities and differences of these boards that have become critical in the development of the Regional Business Center concept.

The Corps is working on customer outreach on several fronts — outreach to the customer, support to the Army, the international program, and brand management. With an ultimate goal of ensuring success of Corps customers, Charlie Hess, Chief of Operations Division in the Directorate of Civil Works, told the group of their efforts at enhancing business opportunities for the right work and the right reason. Rivers discussed initiatives surrounding brand management, "how do others see us and how do we see ourselves." Kristine Allaman, Chief of the Installation Support Division in the Directorate of Military Programs, discussed work with the Army, and Don Kisicki, Chief of Interagency and Intergovernmental Support, provided an update on the international arena.

Developing measures that will help the Corps achieve its future vision is part of the CMR+ initiative. During the conference, Fred Caver, Chief of Pro-

grams Management Division in the Directorate of Civil Works, and Johnson updated the participants on efforts to develop nine measures to track mission, client-customer relations, business practice and capability, and innovation.

Workshops during the conference gathered feedback on the CMR+ initiative, as well as comments on the individual measures currently proposed. Ballard noted that he has received a number of comments on the term "command management review" and is open to a name that better describes the forward-looking nature of the initiative.

Hess also explained the current efforts to refocus the Operations and Maintenance (O&M) mission of the Corps. Currently reviews are being held at each division to gather common themes and issues. The initiative is a three-pronged approach with efforts being focused on catching up on the backlog of maintenance, determining the best way to prioritize maintenance, and identifying how much property the Corps owns and how much it needs to own to make good business sense.

Bunny Greenhouse, Principal Assistant Responsible for Contracting, told the group about the changes in contracting and the renewed focus on the Small and Disadvantaged Business program. Ballard described the changes as "sweeping" and predicted they would touch everything we do.

D'Aniello updated the conference on the work being done under the capable work force heading. Jerry Liebes, Chief of Regionalization Division in Human Resources, gave attendees a preview of the CD-ROM/Web-based CorpsPath program that will give employees a comprehensive look at the Corps mission, history, traditions, and way of doing business. Fran Nurthen, Chief of Development Division in Human Resources, and Karen Northup, Deputy District Engineer for Future Directions in Seattle District, gathered input from the participants on leadership roles in implementing the project management culture.

Speakers

Participants also heard from several outside speakers. Richard Calder, Director of Administration for

the Central Intelligence Agency, told the group about his efforts to instill a market business process in his organization. Kay Whitlock, Assistant General Manager of the Santa Clara Valley Water District, talked about their local sponsor partnership with the Corps, and efforts to work together to provide the best projects for communities.

Dr. Joseph Westphal, Assistant Secretary of the Army (Civil Works), discussed the changing nature of leadership and the environment and potential new missions for the Corps.

Emerging leader messages

This year's emerging leaders delivered their messages with the usual light touch and humor that has become a tradition. Besides the WCOE classical music radio station analogy, the group used "Vision TV" programs such as "The Ballard Bunch," "ELCNN News," "General Ballard's Neighborhood," the "Wizard of Vision," "Jeopardy," and a documentary.

They then solicited feedback to ensure the audience received the message. Points such as "get middle management involved," "move toward a matrixed organization" and "let creativity flow" were identified. Ballard said that the messages were clear and in some cases sobering, and commended the group as true problem-solvers and creative thinkers.

Town hall

Ballard wrapped up the conference by talking about the accomplishments of the past year and future challenges. Picking up the emerging leader's message, he talked about the Corps' new format. "We are implementing new business processes, and we won't be going back to a stovepipe organization," Ballard said. He charged them with challenging the status quo and rewarding creativity and success, and reminded them that solutions are in people, not in technology.

(Editor's note: This is just a brief synopsis of this year's Senior Leaders Conference. To view the presentations made and find out more about the topics discussed, visit the SLC and ELC home page at <http://www.usace.army.mil/essc/slc>.)